The Nexus between Motivation, Job Satisfaction and Productivity of Librarians in Public Universities in Nigeria

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ABSTRACT

This study investigated the link between employee motivation, job satisfaction and productivity of librarians in Nigerian public universities. A correlation survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The questionnaire was validated by experts in the areas of the variables studied; it gave a reliability coefficient of 0.77 for Motivation; 0.78 for Job Satisfaction; and 0.94 for Productivity. A response rate of 67.2% was achieved. Data were analysed using descriptive (percentage, mean, average mean and standard deviation) and inferential (Pearson Product Moment Correlation) statistics. The study revealed a significant relationship between employee motivation and job satisfaction (r = 0.030, P < 0.05); as well as between employee motivation and productivity (r = 0.035, P < 0.05) of librarians in public university libraries in Nigeria. The study concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. The factors that contributed to the satisfaction and productivity of librarians was adequate motivation. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of its workforce.

Keywords: Employee motivation, Intrinsic motivation, Extrinsic motivation, Job satisfaction, Productivity, Public university libraries.
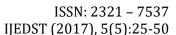
INTRODUCTION

Motivation of employees plays a crucial role in determining the job satisfaction and general productivity of workers in any organization. Job refers to occupational act that is carried out by an individual or group of individuals in return for a reward; while satisfaction refers to the way one feels about events, rewards, people, relation and amount of mental gladness on the job [1]. Job could also be defined as work for which one receives regular payment or appreciation. Hence, job satisfaction can be defined as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living. Similarly, job satisfaction can be seen as the rate at which "employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled" [2]. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfilment in carrying out one's duties.

Productivity according to [3] can be defined as a measure of the rate at which outputs of goods and services are produced per unit of input (labour, capital, raw materials, etc). It is calculated as the ratio of the amount of outputs produced to some measure of the amount of inputs used. In the same vein, [4] defined productivity as the rate at which a worker, an organization, or a country produces goods and services. It also means the expected output of manpower in ratio of the energy exerted for the job at hand, while [5] defined it as the rate of power to produce an item or service in any organization. In a study conducted by [6] on productivity of workers, it was revealed that the quality of environment in the workplace simply determines the level of employee's motivation, subsequent performance and productivity, and this shows that there is a relationship between office environment and productivity of employees, improved employee morale has direct relationship with their productivity in the organization, and that there is a positive relationship between working condition and employees' productivity.

Low productivity is generally observed as a major problem that presently thrives in many organizations particularly in the developing countries. Some scholars [7; 8; 9; 10; 6, among others] investigated what constitutes low productivity among workers in different organizations. The results of their findings showed that majority of the employees had issues with their organizations ranging from perceived problem of inadequate attention to their basic needs by the

organization to feelings of being marginalized and unfair treatment by their employers. Some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity. It can be deduced from their studies that conducive work environment stimulates employees' creativity and increases their performance substantially while bad working conditions contribute to low productivity of employees in many organizations. The public university libraries in Nigeria cannot be isolated from these ugly phenomena as it is generally observed that the level of productivity in most public university libraries today is low due to job dissatisfaction and de-motivation of its personnel especially the librarians [11].

Motivation can be defined as "those factors that energize, direct, and sustain human behaviour towards a particular course of action and it indicates the intention of achieving a goal, leading to goal-directed behaviour" [12, p. 56]. Motivation is simply regarded as those factors which drive people in putting real effort and energy into what they do. Also, it is an essential factor that affects the job satisfaction and productivity of employees in any organization. The researchers in this study conceptualize employee motivation as those factors which energize, direct, and sustain human behaviour. It is the drive and stimulation which enables individuals to perform their work in an organization. It indicates the intention of achieving a goal, leading to goal-directed behaviour. Like job satisfaction aforementioned in this study, motivation could be classified into two - intrinsic and extrinsic. Intrinsic motivation consists of those in-built factors of an individual worker that energize him or her to carry out a given task in the organization. These include: positive recognition, personal skills and experience, higher degrees acquired to enhance effective service delivery, among others. On the other hand, extrinsic motivation entails those factors or facilities provided by the employer that enable workers in the organization to exert their energy in performing a given task. These include: job security, training and career development, job status, job enrichment, reasonable salaries and wages, conducive work environment, fair employee treatment, good leadership styles, good working condition, among others.

In Nigeria, there are eighty one (81) public universities [13]. The list comprises of forty one (41) Federal universities and forty (40) State owned universities. About six (6) of them are described as first generation universities (1948 – 1962); ten (10) are described as second generation universities (1970 – 1975); nine (9) are described as third generation universities (1979 – 1985); nineteen (19) are regarded as fourth generation universities (1988 – 1992); twenty two (22) are described as fifth generation universities (1999 – 2007) which are mainly State owned universities; and the remaining fifteen (15) were established during the civilian administration of President Goodluck Jonathan; they are described as the sixth generation universities (2011 – 2015). These universities are spread amongst the six geopolitical zones in Nigeria. In the South-West zone there are eight (8) Federal universities and 10 State universities; in the South-South zone there are seven (7) Federal universities and 7 State universities; in the South-East zone there are 6 Federal universities and five (5) State universities; in the North-Central zone there are 8 Federal universities and 6 State universities; North-East zone has 6 Federal universities and 5 State universities; while North-West zone has eleven (11) Federal universities and 7 State universities respectively. Each of these public universities have a library manned by a University Librarian working together with other professional librarians to provide relevant educational resources to support the curricula of the university programmes.

Statement of the Problem
Research has shown that the level of job satisfaction and productivity of library personnel is low [11] although their research productivity is relatively high [14]. While many of these studies have been directed towards library use, library collections and library services, few if any, have been carried out from the perspective of personal welfare of employees. In other words, studies have not been directed at investigating the relationships between welfare and personal issues such as employee motivation on one side and job satisfaction and productivity on the other side. The aim of this research is to find out the relationships among these variables; specifically, the extent to which motivation influences the job satisfaction and productivity of librarians in public university libraries in Nigeria.

Objective of the Study

The main objective of this study is to determine the relationship between motivation, job satisfaction and productivity of librarians in public university libraries in Nigeria.

The specific objectives are to:

1. determine the degree of job satisfaction of librarians in public university libraries in Nigeria;
2. find out the level of productivity of librarians in public university libraries in Nigeria;
3. ascertain the level of motivation of librarians in public university libraries in Nigeria;
4. investigate the relationship between motivation and job satisfaction of librarians in public university libraries in Nigeria;
5. determine the relationship between motivation and productivity of librarians in public university libraries in Nigeria; and
6. find out the challenging issues in job satisfaction and productivity of librarians in public university libraries in Nigeria.

Research Questions

The research questions slated for this research work include:

7. What is the degree of job satisfaction of librarians in public university libraries in Nigeria?
8. What is the level of productivity of librarians in public university libraries in Nigeria?
9. What is the level of motivation of librarians in public university libraries in Nigeria?
10. What challenges face librarians' job satisfaction and productivity in public university libraries in Nigeria?

Hypotheses

Two hypotheses were tested on this study at 0.05 level of significance:

Ho_1: There is no significant relationship between employee motivation and job satisfaction of librarians in public university libraries in Nigeria.

Ho_2: There is no significant relationship between employee motivation and productivity of librarians in public university libraries in Nigeria.

Scope of the Study

The study is limited to librarians in the public (that is, Federal and State) universities in Nigeria. This means that private universities and other third level institutions were excluded. Respondents were librarians in the federal and state universities that are spread across the six geopolitical regions in Nigeria. Para-professional staffs as well as other personnel of the libraries were excluded because the researchers believe that librarians are the custodians of information resources that are kept in the university libraries; they are the policy makers as well as managers of other library personnel.

REVIEW OF LITERATURE

Literature is reviewed under the following two major headings: Employee job satisfaction and motivation factors; and Employee productivity and effects of motivation factors on librarians. Each of the headings has sub-headings.

Employee Job Satisfaction and Motivation Factors

The relationship between job satisfaction and motivation of employees at work has been one of the widely researched areas in the field of management in relation to different professions, but in Nigeria very few studies have explored this concept especially on librarians in the public university libraries. [15] points out that the factors that motivate employees are the same ones that contribute towards their satisfaction in the workplace and subsequently concludes that motivated employees are generally also satisfied with their work. Motivation therefore manifests in job satisfaction (attitudinal) and performance (behavioural) and thus provides the link between employee job satisfaction and employee performance. According to [16] and supported by [17], noted that the current business environment, organizations in all industries are experiencing rapid change, which is accelerating at an enormous speed. This is true in the public university library sectors as most Nigerian public university libraries are now changing from traditional methods of disseminating information to a more globally accepted method; that is digitization of library resources in order to give the library collections a wider accessibility and usage. Also, in a related study conducted by [18], companies must recognize that the human factor is becoming much more important for organizational survival, and that business excellence will only be achieved when employees are excited and motivated by their work.

It has been generally observed that in any human society, some difficult circumstances, such as violence, tragedy, fear, and job insecurity could create severe stress in employees and result in

reduced workplace performance. At present, virtually all States in the North Eastern region of Nigeria are experiencing high scale of insecurity as many hapless students and staff of higher institutions sited in the region are being killed on daily basis. This calls for proper motivation of these valiant staff especially librarians working in such institutions. Similarly, it can also be realized that a motivated and satisfied workforce can be more productive than other workers in the organization. Since employee performance is a joint function of ability and motivation, one of management's primary tasks, therefore, is to motivate employees to perform to the best of their ability [19].

Generally, library is a non-profit and service delivery institution that provides a unique service that should be accessible to everybody within and outside the community where such library is sited. According to [20], the accessibility of library and information services should be one of the fundamental human rights of every citizen in any human society. The author views library as a store house, which stocks all kinds of knowledge and information carriers that are meant to be consulted and used by readers at little or no expense on their part. Similarly, [21] asserted that the major reason for setting up library in any institution of higher learning is for service delivery. They opined that librarians and information scientists are imbued to serve people through the provision of access to quality information resources in either print or electronic formats through which people's standard of living are improved, dreams are actualized, education is sustained, sound decisions are made and executed, freedom of expression is enhanced and information resources are preserved for posterity.

University libraries play a significant role in supporting the curricula and research activities of the university sectors worldwide, although faced by external competition among the similar service delivery and information disseminating institutions in Nigeria, the only competitive advantage they can have over their competitors is when the library personnel especially the librarians that provide quality service to their clienteles are well motivated by the university authority, this will enhance their job satisfaction and make them more effective in meeting the information needs of library users. It could be noted here that the outstanding services provided by these employees create a niche in the eye of the library user, which plays an important and significant role in delivering high customer satisfaction. Thus, it's important for management of

these institutions of higher learning in Nigeria to ensure that librarians are well motivated in order to effectively discharge their information dissemination roles within and outside the university community.

Furthermore, work motivation can be described as the set of internal and external forces that initiate work-related behaviour, and determine its form, direction, intensity and duration [22] Equally, he contended that an essential feature of this definition is that work motivation is an invisible, internal and hypothetical construct, and that researchers, therefore, have to rely on established theories to guide them in the measurement of observable manifestations of work motivation. [23] added that three groups of variables influence work motivation: individual characteristics - such as people's own interests, values and needs; work characteristics - such as task variety and responsibility; and organizational characteristics - such as its policies, procedures and customs. However, [17] regarded work motivation as the creation of work circumstances that influence workers to perform a certain activity or task of their own free will, in order to reach the goals of the organization, and simultaneously satisfy their own needs.

Besides, **e**mployee motivation and job satisfaction cannot be isolated; they complement each other and respond to different organizational variables like productivity and working conditions [17; 24]. Employee motivation and job satisfaction depend on people's insight and behaviour at the work place which is driven by a set of intrinsic, extrinsic needs and by their view of numerous job-related and organization related attitudes. The relationship has long been ignored by researchers, although a very strong relation exists, that can be supported by previous literature such as [25] who posited that an understanding of the level of motivation and job satisfaction will enable policy makers –government or organizations to make useful policies that can address the problems of staff. He further emphasized that certain motivational factors contribute to the prediction of job satisfaction. Some of these motivational factors will be discussed in this study; hence, this researcher submits that a motivated workforce is a satisfied and good performer at workplace. Therefore, librarians should be well motivated and be catered for as being done to their other colleagues (lecturers) in the same university system.

In Nigeria today, there are some organizations that are competing with the services being rendered by the academic libraries and if urgent steps are not taken these organizations may send librarians out of their laudable profession [26]. This calls for urgent need to find out different innovative ways to motivate librarians so as to enhance their productivity in the university library. Motivating competent employees is imperative to excellent service delivery in libraries; only satisfied and motivated employees can facilitate the library users in a more excellent way [27]. In the same vein, [28] opined that motivational factors play an important role in increasing employee job satisfaction and productivity. Hence, the following intrinsic and extrinsic motivating factors can enhance the job satisfaction and productivity of librarians in the university library:

Job security
According to [29], job security is an assurance that an individual will keep his or her job without the risk of becoming unemployed. He posited that government jobs and jobs in education, healthcare and law enforcement are considered very secure than private sector jobs which are generally believed to offer lower job security. [30] attested to Ramsey's view that job satisfaction in the private sector was comparatively slightly lower than in public sector because of the job insecurity. They considered job security as one of the most important ingredients of job satisfaction among bank employees.

This researcher concurs with the submission of these scholars; it implied that the university authority should put in place policies that will ensure the job security of her workers especially the librarians as these would enhance their effective job productivity.

Job enrichment
Job enrichment is a job design technique that is a variation on the concept of job enlargement [31]. Job enrichment adds new sources of job satisfaction by increasing the level of responsibility of the employee. Also, [32] referred to job enrichment as a management concept that involves redesigning jobs so that they are more challenging to the employee and have less repetitive work.

This implies that when job enrichment principle is applied in the university library, it motivates librarians to be effective and more efficient in discharging quality services to all the library users in the university community.

Training and career development
Staff training is an indispensable strategy for motivating workers [33, 34]. They asserted that no matter how automated an organization may be, high productivity is determined by the level of motivation and the effectiveness of the workforce. The researcher concurs with these authors; hence, there is need for training and career advancement of library workforce especially librarians in this modern era of Information Communication Technology, whereby every university library is automating her collections in order to provide wider and easy access to its educational resources. Also, it gives the librarians opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing information disseminating task.

Payment of reasonable salaries or wages
Generally, people engage in different categories of jobs so as to earn a living, this should be reasonable enough in order to enable them cater for their families and also attend to other financial commitments. To buttress this view, [35] revealed that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associates described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. [36] and [37] in their studies demonstrate the motivational power of money through the process of job choice. They further explained that money has the power to attract, retain, and motivate individuals towards higher performance. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Thus, librarians should be reasonably remunerated in order to enhance their maximum job performance in the university libraries.

Bonus payment
This is extra payment given to employees in the organization over and above their normal salary; and it is given as an incentive in order to motivate them for optimum job performance. The employees must be given adequate rate of bonus. The management of most non educational organizations in Nigeria such as banking sector and other multi-national organizations regularly pay bonus to their

workforce at the end of each year. This made workers in such organizations to be more committed to the survival and actualization of the organization set goals and objectives. It could be noted that if such practice is emulated in the educational sector especially in the university library, the morale of its workforce will be boosted and this will equally enhance their productivity.

Fair employee treatment
This is a major hallmark of the "**Equity Theory"** that was developed by J. Stacey Adams in 1965, while working as a research psychologist with the General Electric Company in Crotonville, New York. He developed and tested an equity theory of motivation. [38, p. 20] observed that, "the essence of the equity theory of motivation is that employees compare their efforts and rewards with those of others in a similar work situations". This researcher concurs with the view of the theorist; he advocates that every employee in any organization especially in the university system should enjoy fair and equitable treatment from the management of such organization. The idea of regarding and treating librarians as second class academic staff as is being practiced by most public universities in Nigeria and giving 'presidential' treatment to other faculty members who the university authority regarded as core academic staff should be discouraged.

Higher responsibility
According to [39], responsibility can be regarded as what must be done to complete a task and the obligation created by the assignment. He noted that responsibilities are normally determined by the employer to facilitate achievement of goals. Moreover, the author reiterated that employers should consider subordinate's knowledge and skills before assigning them with higher responsibility. [40] warned that if employees' capabilities are not recognized, or are inappropriate for the responsibilities delegated, they may feel frustrated because they lacked the skill to carry out delegated responsibilities and may experience no satisfaction. Higher responsibility implies higher degree of task assigned to an individual employee by the superior officer in the organization in order to assess his/her capability.

Job status
This is the position that an employee occupies in the organization. According to [41], status in any organization could be categorized into either formal or informal. Formal status refers to attempts made to differentiate between the degree of formal and informal authority given to employees by an organization. Informal status refers to prestige accorded individuals with certain characteristics that are not formally dictated by the organization. [42] observed that receiving a higher status is a symbol of success. This implies that if a librarian moves from one level of job position to another, he or she sees himself or herself in another level of job hierarchy, feeling honored, motivated and tending to work harder.

Career advancement opportunity
It is a burning desire of every serious employee in any organization. In support of this assertion, [43] opined that career advancement is one of the most important elements for employee satisfaction and retention at a company. [44] posited that clear opportunities for career advancement are an "especially powerful employee motivator" (p.1). It implies that in the university system, it is expected and mandatory for every professional librarian to have higher degrees in librarianship so that they can perform better in their professional engagements.

Good working conditions
It can be revealed that "working conditions are created by the interaction of employees with their organizational climate" [39, p. 64]. The author classified the working conditions to include, psychological work conditions and the physical layout of the job. The physical working conditions include the availability of facilities like protective clothing, equipment and appliances. Failure to provide these facilities makes it impossible for employees to carry out their jobs and thus promote job dissatisfaction. Physical layout of the job refers to the neatness of the organization, and the convenience and attractiveness of the work environment. [45] noted that if working conditions are good, for instance – clean and attractive surroundings, employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor like hot and noisy surroundings, employees will find it difficult to get their work done and thereby experience dissatisfaction. [46] emphasized in their study that "employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On the contrary, poor working condition brings out fear of bad health in employees" (p. 106). However, it is worrisome to note that the condition of work in most public university libraries is not befitting enough to motivate librarians to excel in their chosen profession.

Work environment

This involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building [31]. [47] opined that a positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. Hence, the author suggested five basic characteristics that could enhance a positive work environment in the organization as: transparent and open communication; work-life balance; training and staff development; recognition for hard work; and strong team spirit.

However, there are some factors that constitute to hostile work environment in most organizations especially in the university libraries. [48] observed that some employees believe that a bad boss, an unpleasant work environment, a rude co-worker, or the lack of perks, privileges, benefits and recognition can create a hostile work environment. A hostile work environment could be created by a boss or co-worker whose actions, communication, or behaviour affects the employee job in the organization. The author suggested the possible solution to a hostile work environment as: fairness and politeness among workers in the organization. This researcher agrees with the author's view, that librarians should create conducive work environment for workers under them in order to motivate them for greater job performance.

Organizational leadership styles
Leadership can be regarded as a "management function, which is mostly directed towards people and social interaction, as well as the process of influencing people so that they will achieve the goals of the organization" [49, p.7]. Leadership of any organization is an essential factor that determines the success or failure of such institution in the society. There are different types of leadership styles that were developed by psychologist Kurt Lewin in 1930s, and it provided the foundation of many of the approaches that were followed thereafter. These include: autocratic leaders; democratic leaders; Laissez-faire leaders; transactional leaders; transformational leaders and participative leaders [50; 51]. Besides, there could be totalitarian leaders in the organization. "Employee satisfaction is greatly enhanced by democratic style of leadership. Democratic leaders promote friendship, respect and warm relationship among the employees. On the contrary view, "employees working under authoritarian and dictatorial leaders experience low level of employee satisfaction" [46, p. 108]. Thus, the researchers

concur with the submission of Singh and Jain, that the University Librarian should display democratic leadership and not autocratic leadership style as is being practiced in most public university libraries.

Employee Productivity and Effects of Motivation Factors on Librarians
Low productivity, as pointed out at the background of this study, is a general problem that presently thrives in many societies, particularly, in the developing countries, irrespective of constant efforts being made by government and management of these organizations. The public university libraries cannot be isolated from this ugly phenomenon as it can be generally observed that the level of productivity in most public university libraries today is low due to job dissatisfaction of its personnel especially the librarians. Therefore, it becomes logical that employees should be adequately and fairly motivated by their employers if they are to increase the rate of their productivity in any organization be it the organized public or private sector.

A librarian can be defined as a person who earned a master degree in librarianship or its allied discipline from an accredited school and receives on the-job training, as well as carries out one or more of the following tasks: "selects materials and electronic resources; acquires the selected materials and resources; organizes and gives access to them; preserves and conserves them; assists library users; instructs library users; administers and manages the library, library personnel, services, and programs" [52, p. 14]. However, for librarians to successfully implement the popular five laws of librarianship postulated by Ranganathan in 1963 they have to be productive in order to reflect their noble tasks among the numerous people that regularly consult library collections for their information needs. Thus, librarians' working condition need to be greatly improved by their employers so as to enable them be more effective in their information processing and disseminating duties.

Furthermore, [6] opined that the term working condition refers to working environment and all existing circumstances affecting labour in the work place, including job hours, physical aspects, legal rights and responsibilities, organizational climate and workloads. The authors posited that, if librarians have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. [53] defined

productivity as that which people can produce with the least effort. The authors viewed productivity as a ratio to measure how well an organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services.

This study concurs with the authors' submission on productivity; it implies that the employer of labour must make adequate provision of all raw materials, tools and highly technological machines or equipment in the organization if they (employers) are expecting optimum productivity from the manpower that are engaged in its employment. Besides, the researchers adapt the definition of working conditions advanced by these authors, as they refer to the working environment as the aspects of an employee's terms and conditions of employment. So, the researchers posited productivity to mean all efforts that an individual employee exerts towards the general production of goods and services of the organization with the least input of labour, material, and machines.

Therefore, the working conditions are very important to any organization especially in the university library. [54] stated that lack of adequate productivity's related workplace environment could result in poor service delivery; but with the provision of adequate productivity's related working conditions and workplace environment in the organization enhances the retention of experienced manpower, the adoption of new methods and technologies in the production of goods and services in the organization. All these are the result of how people are trained, encouraged are generally treated within the organization. It would also lead to high rate of turnover among the librarians. On the other hand, an organization that has a friendly, trusting, and secured environment, excellent communication channel, creativity, and financial health would enhance the retention of workers in such organization [55]. Hence, it is expected of the university authority to create a friendly and peaceful working environment that would enable librarians to comfortably thrive in their information delivery roles to all information seekers within and outside the university community.

Moreover, for any organization or firm, profit making is a basis for their continued existence. Also, for the firm to continue to be relevant in the society there is need for its manpower to be motivated. Library is a not for profit organization but a service delivery institution. Presently, university library

services in this information age are being challenged by high level of technology and competition from other information providing institutions in the country; hence, library users expect an increased service delivery from the library managers (librarians), availability of the right kind of motivated manpower to provide the right services demanded by the library users is the best answer to their expectations. Motivation is the core management of human resources. It is the drive and stimulation which enables individuals in the organization to perform their work as expected of them. It is the process of creating organizational conditions which will propel employees to strive to attain organizational goals.

Consequently, the general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of the general objectives of the organization [56; 57; 11]. These authors believed that when a worker is fully motivated the question of poor performance and inefficiency will be a forgotten issue in the organization. Therefore, managers that are successful in motivating employees are always providing an enabling environment in which appropriate or adequate incentives and rewards are made available for the job satisfaction of employees in the organization.

Nevertheless, it can be observed that in most public university system in Nigeria workers incentives payment is not uniform. While a good number of workers especially the core faculty members are adequately rewarded for the jobs rendered so as to encourage them to work harder and maintain a high standard of productivity but the rest academic staff especially librarians who even work harder than the faculty members (they performed both academic and administrative duties in the university) but do not receive much incentives as compare to their counterparts. The issue under consideration is how do workers in an organization with such differential treatment achieve the desired set objectives of the organization when they are not being rewarded equally? Generally, management of any organization do reward her employees in order to motivate them to achieve high performance and also to achieve the set objectives for the organization [56].

Furthermore, motivation is of enormous importance with regards to enhancing performance in any organization especially in the university library. Every manager strives to motivate his or her employees to greater and higher performance

towards achieving organizational mission. It is the considered view of [19] that performance depends on three joint factors, namely: Ability, Environment and Motivation which can be expressed as: P = M + A + E. Ability which is the employees' skill and capacity to perform a given work, can be acquired in the case of its deficiency, through a training program or a transfer to a simpler job. Environment, which refers to the requisite physical material resources and equipment to do the job, can also be provided. However, motivation that entails a worker wanting to do the job cannot be easily provided or generalized. It requires extra effort on the part of the management to determine what will motivate employees to work hard enough to meet set performance levels. Thus, motivation is important in an organization in as much as it determines performance in conjunction with ability and environment [19; 58].

Thus, motivation attracts a number of benefits both to the university library as well to an individual librarian. First, benefits of employee motivation to the university library include: Organizational growth and development; Increase in users' satisfaction; Increase in productivity; Reduce turnover rate, recruiting and training costs; Effective dissemination of information resources to various information seekers; Accreditation of more courses in the university; Promoting library image to its users and increase in library budget; Employee retention; Improved employees' teamwork; and Enhanced customer satisfaction and loyalty [46]. Besides, motivation attracts the following benefits to librarians in the university library: increase in paper publication to boost promotion opportunity; innovative research work; healthy competition among employees [30]; increase commitment to the organization [46], and it promotes employee health condition and reduces mental stress.

Moreover, from the study carried out by [59], it was revealed that some number of motivation factors could affect productivity of workforce in any human organization. A study by [60] noted that policies affecting productivity are not always similar in each country. Their study identified different motivation factors affecting labour productivity and grouped them according to their characteristics. It also classified the motivation factors into two categories: external factors - the ones outside the control of the organization management and internal factors – the ones related to the motivation factors originating within the organization [61]. Thus, in this study the following motivation factors

as they affect the operations and productivity of librarians in the university library shall be discussed under both classifications. Those internal motivation factors that affect the job performance of librarians in the university library and these include:

Employee's morale
It can be revealed that unhappy employees often don't perform well and often share their negative opinions with their co-workers [62]. The author from the study points out some conditions that could lead to low level of morale among employees as: long working hours, insufficient training, management issues, low pay, lack of recognition, unfulfilled promises made by employers to workers in the organization and poor working conditions. It implies that if there is decrease in the enthusiasm which employee displays toward performing his duty, the rate of his job performance will be greatly affected. Thus, a happy worker is a productive worker.

Employee comfort level
The level of comfort that is enjoyed by an employee while performing his or her official duty in the organization has a direct relationship with the level of productivity of such employee. In support of this assertion, [62] submitted in her study that it's hard to be productive when an employee is physically uncomfortable. [7] and [63] pointed out in their studies that closed comfortable office allows staff (librarians) a greater amount of privacy and enhances innovative creativity without much interruption than an open plan office layout. They further reiterated that workers that work in a peaceful and quiet work environment, keeping them focused on the tasks in hand without getting overtly distracted by what their colleagues are doing or being disturbed by overzealous readers. Unfortunately in most public university libraries in Nigeria, some conditions like: scarcely furnished office with old chairs, desks, workstations, lighting, temperature and noise levels, could lead to uncomfortable state of library personnel especially librarians and thereby affect their productivity.

Operational tools and equipment
Employees' comfort level corresponds with availability of modern equipment and software which could affect the productivity of workers in the organization [62]. She stresses that if employees don't understand how to use equipment or software or use it incorrectly, performance and productivity suffers. Problems also occur when the existing equipment in the organization are not sufficient in

handling the departmental needs. It could be observed that in most public university libraries in Nigeria abound many obsolete tools and equipments; manual and electronic typewriters are actively still being used in many public university libraries instead of computer based information processing and retrieving systems. Equally, most public university libraries are still operating traditional system of library services instead of the modern electronic library that is common in most developed countries of the world. This slows down the operations of the library in meeting the information needs of its users.

Good management style
Poor management can be a contributing factor to low productivity in any organization especially in the university library. [62] affirmed that productivity suffers when managers don't keep promises; give appropriate credit or blame others for their mistakes. Also when managers are too controlling (bossy), can unwittingly slow down work flow by requiring even the simplest task to have manager approval. Some managers display poor management style and they are not always available at their duty posts; over delegation of vital managerial activities to their subordinates and they are being pre-occupied or engaged in other chores aside their official duties in their working place.

Clients' positive attitude
The place of clients, otherwise known as customers, cannot be overemphasized; they occupy paramount position in the ultimate success or failure of any organization. They are the end users of organization's products and services. It could be noted that library users are the customers of the university library; they are otherwise known as readers, clienteles or patrons. They are the most important components of any library especially the university library. There are diverse users of the university library resources and services, some are well behaved while other readers' attitudes are not encouraging enough; hence, their excesses are being checkmated by some set of rules and regulations promulgated in the university library. Readers are required to be well behaved in the library [64].

Organizational resources
It can be generally observed that every organization has a singular goal of recording success in all her endeavours. Hence, they put in place some resources i.e. human and non-human resources to achieve this singular objective. It would be very difficult for any organization to succeed in its

endeavours without putting in place relevant and current resources that would facilitate its goal. Such organization cannot go far into the highly competitive market environment where it struggles to survive. To buttress this view, [26] affirmed that university libraries are surrounded by a number of competitors that are equipped with highly sophisticated resources.

On the other hand, there exist some external motivation factors of employees in the organization. These are factors that are outside the control of the organization but it has to thrive and survive within the resources made available to the organization in order to achieve her set goals. As noted by [65], survival is an important factor of any organization. Its survival relies on the extent to which it can produce wealth (added value), that is, its "outcome value" exceeds its "consumed resource value". A low productivity shows that the organization is wasting its resources, and this will eventually result in loss of its international competition and thus reduction of its mercantile activities [66]. Thus, the under listed external motivating factors enhance the productivity of any organization especially the university library:

1. *Implementation of government laws and policies*
It could be noted that public universities in Nigeria are either owned by the Federal or State governments. Their parent bodies determine the day to day administration of such higher institutions of learning through the government appointed governing council members and headed by chancellors. Moreover, governments from time to time promulgate some laws and policies in order to enhance the smooth administration of those higher institutions under their control. These laws and policies are to be strictly adhered to by the administrators (i.e. senate members, pro-chancellors and vice chancellors) of those universities. This implies that if such laws and policies are objectively promulgated they will enhance the productivity of workers in those institutions of higher learning and it will also enable them to achieve their set goals; but if they are otherwise promulgated, they would be counterproductive and lead to low productivity among workers of the institutions.

2. *Adequate funding*
Funding refers to provision of money to support the developmental activities in any organization. It also entails an act of providing financial support for the survival and growth of the organization. Moreover,

for any organization to have a meaningful development and growth, the place of adequate funding of its activities cannot be overemphasized. As noted by [67], the main goal of any organization is to achieve optimum productivity. One of the main factors for the development of organization productivity is adequate funding of its activities. Thus, money is needed for the procurement of raw materials, hiring or employing skilled and unskilled manpower; also, money is needed to purchase tools and modern equipment that would facilitate easy processing of the organizational products and services. Productivity would be affected when there is inadequacy in the funding of activities in the organization. In other words, adequate funding encourages productivity while inadequate funding slow down the rate of growth and development of any organization.

It implies that in the university library system, money is required to acquire relevant books and non-book educational resources such as periodicals, audio and visual materials, procuring library tools and equipment, computer system and other equipment that would enhance easy processing, accessibility, retrieval and disseminating of educational resources needed by the library clienteles. Unfortunately, inadequate funding has been the greatest problem bedevilling the growth and development of educational system especially the university education in Nigeria.

3. Manpower security

The security of lives and properties of workers in any organization is a factor that should be considered closely by the management. It could be emphasized here that no meaningful growth and development can take place in an unsecured organizational environment. Organizational manpower security is an external factor that goes beyond the control of any organization; hence, it is one of the major responsibilities of the government to secure life and properties of her entire citizenry. For instance, it is a known fact that war is presently taking place mostly in some States in the North Eastern geopolitical zone of Nigeria between Federal Government soldiers and some group of insurgents popularly called **boko haram**. How can workers in such volatile work environment be productive? Where lives and properties of workers in those organizations especially those university libraries located in that geographical zone are being threatened on daily basis and they are not sure of their survival. [46] concluded in their study by affirming that the more comfortable and peaceful the working environment is the more productive

will be the employees. Thus, peaceful work environment promotes productivity of5. workers while unsecured work environment affect the growth and development of the organization.

4. Workers health and safety

The relationship between employee health and safety in the workplace with productivity as significant [68]. This implies that a healthy employee is a productive worker and without it nothing can be done. Naturally, an employee that has a health challenge cannot contribute any substantial input to the growth and development of the organization. Sick people are generally weak; hence, they cannot be involved in any strenuous productive activities of their organization. For example, if there is an outbreak of disease in any country such as the last outbreak of **Ebola** virus in Nigeria; the incident greatly affected the productivity of workers in most hospitals especially the hospital that treated that Liberian-American citizen late Patrick Sawyer who brought the virus into the shores of Nigeria. For several months that hospital was shut down by the Federal Ministry of Health in Nigeria. Unfortunately, it is painful to note that the virus eventually claimed the lives of many experienced health workers and their close associates in Nigeria; thanks be to God it has been brought under control in Nigeria. Thus, healthy work environment promotes the productivity of workers while the rate of productivity of a sick employee would be greatly affected.

5. Political factors

In this era of democratic system of government in Nigeria, a number of activities as well as the fate of the public universities are being determined by the political leadership in the country. Most of these politicians are partially literate to appreciate the importance of library and they generally regarded library as not for profit yielding institution which should not be given much serious attention. Consequently, most of the library projects such as building of modern infrastructures to accommodate library collections, procurement of modern tools and equipment that would facilitate easy processing and disseminating of educational materials to the library users were not attended to due to yearly reduction of the educational budget and subventions. Thus, the university authority finds it difficult to fulfill its financial obligation towards the university library due to carefree attitudes of the political leadership in Nigeria.

This implies that the librarians' productivity in such university libraries would be affected due to

negative attitudes of political leaders towards the library in releasing sufficient funds that would enable library to cater for its developmental activities which will reposition the university library into the next level among its numerous competitors. In other word, shortage of funds that are not released by these political leaders would slow down the rate of productivity in the university libraries as they would not have enough money to acquire all the relevant and current educational resources to meet the information needs of the library users. Also, it would further prevent library from successfully competing with other similar but well equipped information processing and disseminating organizations. To corroborate this submission, [69] in their study posited that productivity is a key factor specifying the organization capacity for progress in the competition field.

6. *Prompt payment of salaries and wages*

The payment of employees' salaries and wages is an important factor that determines the workers' job satisfaction and productivity in any organization especially the university library. Every worker in the organization looks towards the end of each month with much expectation for their salaries and wages to be paid by their employers. These monies are needed to enable them meeting their personal needs and also fulfil their obligations towards members of their immediate family. Unfortunately, the management of most universities (especially the State owned institutions) usually delayed the payment of their workers' emoluments with the flimsy excuse of not receiving monthly or quarterly personnel allocations from their parent bodies (State Governments). As a result of this, workers are being owned salaries of several months as we witnessed immediately president Mohammadu Buhari took over the reign of government. How can employees working in such institutions be happy as their emoluments are not regularly paid? It could be noted that a happy worker is a productive one.

This implies that prompt payment of workers' salaries and wages has a direct relationship with the productivity of those workers in the organization. They will display positive mood in discharging their duties in the organization knowing fully well that their remunerations are certain at the end of each month; unlike their counterparts whose payment of their wages are often delayed by their employers.

Theoretical Framework
Due to inter-relationship of most of the variables that made up this study, Maslow's Hierarchy of Needs theory was employed to discuss job satisfaction, productivity and employee motivation of librarians in the public university libraries in Nigeria.

Maslow's Hierarchy of Needs Theory
The hierarchy of needs theory was developed by a psychologist, Abraham Maslow in 1943. In the theory, he proposed that people are motivated by a predictable five-step hierarchy of needs. Please see the attached file for details.

This theory is related to: job satisfaction, productivity, employee motivation and human capital development variables of the study. Abraham Maslow in his theory broadly classified human needs into five groups that consist of: physiological, safety, love, esteem, and self-actualization needs. According to [71], if organizations fulfill basic need, safety need, belonging need, self-esteem need, self-actualization, training and career development needs of their employees then the performance of employee would easily increase.

Abraham Maslow broadly classified human needs into five groups as shown in Figure 1. The different levels of needs on Maslow's hierarchy are discussed as follows:
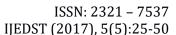
Physiological needs
These are biological needs which consist of the need for oxygen, food, gender, sleep, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction.

Safety needs
These needs consist of the need for protection, security, law, stability, order and limits. When all physiological needs are met and are no longer controlling thoughts and behaviours, the needs for security can become active. While adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting), children often display the signs of insecurity and the need to be safe.

Needs for love, affection and belongingness
When the needs for safety and for physiological well-being are satisfied, the next class of needs for

love, affection and belongingness can emerge. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging.

Self-esteem needs
When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless.

Self-actualization needs
When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. However, it is not always clear what a person wants when there is a need for self-actualization.
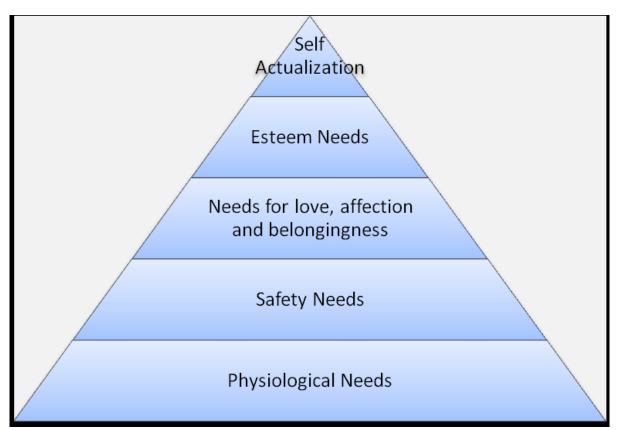

Figure 1: Maslow Hierarchy of Needs Theory
Source: [70]

However, despite the manifold benefits of Maslow theory yet it has the limitation of little evidence to support its hierarchical aspect although it makes sense from an intuitive standpoint. In fact, there is evidence that contradicts the order of needs specified by the model. For example, some cultures appear to place social needs before any others.

Maslow's hierarchy also has difficulty explaining cases such as the "starving artist" in which a person neglects lower needs in pursuit of higher ones.

Moreover, when those employees' needs as spelt out in the Maslow hierarchy of need theory are fairly and adequately met by the university

administrators, employees in such institutions of higher learning especially librarians in the university library will be happy discharging their duties, a happy worker is a satisfied and productive worker. There is little evidence to suggest that people are motivated to satisfy only one need level at a time, except in situations where there is a conflict between needs. "Even though Maslow's hierarchy lacks scientific support, it is quite well-known and is the first theory of motivation to which many people are exposed. To address some issues in Maslow's theory, Clayton Alderfer developed the ERG theory, a needs-based model that is more consistent with empirical findings" [72].

Finally, the relevance of this theory on the study is that it helps university administrators to know various needs that are applicable to workers especially librarians in the university library and how to meet them in order to improve the productivity of librarians in the university system. This implies that when librarians' needs are systematically and adequately addressed by the university management, their morale will be boosted and the level of their job satisfaction and productivity in the university library will be greatly increased. Also, it helps librarians to ascertain those needs that have been adequately met by their employers and how those needs that are yet to be attended to will be met in future. This fosters peaceful relationship between university administrators and librarians, and it helps in boosting the morale of librarians in the university library to be more productive.

METHODOLOGY

The researchers adopted correlational research design for the study. This was supported by [73] who posited that the adopted design could be used to describe the relationship between two or more variables, as well as how strongly these variables relate to one another. Out of a total population of 1,254 librarians working in 81 public universities (Federal & State) in Nigeria, a sample size of 923 respondents were selected using simple random sampling technique from 54 public universities that spread across four geopolitical zones in Nigeria. Self-developed questionnaire was used for the study comprising five sections: A, B, C, D and E. Items in the instrument were gathered from the literature reviewed for the study. Cronbach's alpha test was used to validate the instrument and it yielded an acceptable coefficient which ranged between 0.77 and 0.94. The instrument had a four Likert-type scale with items reflecting the various

variables treated in the study. Six hundred and twenty (620) copies of the questionnaire were retrieved. This gave 67.2% return rate on the administered research instrument for the study. Data collected for this study were analysed using descriptive statistics, especially for research questions 1-4, while the hypotheses were tested using Pearson Product Moment Correlation (PPMC).

DATA ANALYSIS AND RESULTS

Research Question 1: What is the degree of job satisfaction of librarians in public University Libraries in Nigeria?

It could be deduced from Table 1 that librarians in Nigerian Universities considered their degree of job satisfaction to be high judging by the average mean score of 3.13 on the scale of 4. They considered their being recognised by the authorities as well as the good leadership styles that were practised as the most important reasons for their job satisfaction in the university system. Each had average mean scores of 3.48 and 3.33 respectively. Specifically, librarians were satisfied with their job as their opinions on work related issues were respected (mean = 3.51), followed by the revelation that most librarians working in the university libraries were allowed to use their initiatives on some complex jobs (mean = 3.47). Also, it was revealed that their immediate boss showed keen interest in their career development efforts (mean = 3.33) so as to improve their productivity.

Other degrees of satisfaction enjoyed by librarians in the university libraries were their promotion opportunities (average mean = 3.25), remuneration (average mean = 3.21), conducive work environment (average mean = 3.20) as well as career advancement opportunities (average mean = 3.13). Specifically, promotions privileges that librarians enjoyed in their various university libraries boosted their level of their job performance (mean = 3.31), it was revealed that their immediate bosses regularly recommended them for promotion to the next position they were to occupy in their libraries (mean = 3.23). Also, it was revealed by respondents that their present designations in their libraries corresponded with their current salaries (mean = 3.32) and they got salary increments as and at when due (mean = 3.28). Librarians were provided with some resources that enabled them to discharge their duties effectively. Librarians were also sponsored by their university library authorities to attend local conferences/workshops within the country (mean = 3.23).

Table 1: Degree of job satisfaction of the respondents

S/N	STATEMENT	VHD (%)	HD (%)	LD (%)	NA (%)	M	SD	AM
a.	**Employee recognition**							
i.	My opinion on work issues is respected	385 (62.1)	171 (27.6)	60 (9.7)	4 (0.6)	3.51	0.695	
ii.	I am allowed to use my initiative on the job	355 (57.3)	206 (33.2)	53 (8.5)	6 (1)	3.47	0.692	3.48
iii.	I am well respected	343 (55.3)	220 (35.5)	50 (8.1)	7 (1.1)	3.45	0.691	
b.	**Good leadership styles**							
i.	My immediate boss is caring and considerate	296 (47.7)	246 (39.7)	66 (10.6)	12 (1.9)	3.33	.0.743	
ii.	My immediate boss is interested in my career progress	282 (45.5)	279 (45)	41 (6.6)	18 (2.9)	3.33	0.727	3.33
iii.	Leadership style is generally democratic in my library	294 (47.4)	240 (38.7)	78 (12.6)	8 (1.3)	3.32	0.741	
c.	**Employee promotion opportunities**							
i.	My promotion boosts the level of my job performance	308 (49.7)	224 (36.1)	60 (9.7)	28 (4.5)	3.31	0.824	
ii.	My promotion corresponds with the ~~level~~ of my input in the library	279 (45)	230 (37.1)	85 (13.7)	26 (4.2)	3.23	0.839	3.25
iii.	My boss recommends me for promotion regularly	262 (42.3)	271 (43.7)	53 (8.5)	34 (5.5)	3.23	0.823	
iv.	My promotion is regular	258 (41.6)	249 (40.2)	99 (16)	14 (2.3)	3.21	0.789	
d.	**Remuneration**							
i.	My present designation in the library corresponds with my current salary.	315 (50.8)	212 (34.2)	67 (10.8)	26 (4.2)`	3.32	0.828	
ii.	I get salary increment as at when due.	319 (51.5)	199 (32.1)	60 (9.7)	42 (6.8)	3.28	0.897	
iii.	My salary is regular and it is been paid as at when due	277 (47.7)	258 (41.6)	63 (10.2)	22 (3.5)	3.27	0.785	
iv.	My salary corresponds with the level of my input in the library	295 (47.6)	217 (35)	68 (11)	40 (6.5)	3.24	0.888	3.21
v.	The allowances paid to me are the same with other faculty staff of the university	309 (49.8)	191 (30.8)	74 (11.9)	46 (7.4)	3.23	0.929	
vi.	My salary is enough to meet all my basic needs.	241 (38.9)	255 (41.1)	75 (12.1)	49 (7.9)	3.11	0.903	
vii.	Some allowances are paid to other academic members without paying such to librarians in my university.	263 (42.4)	199 (32.1)	82 (13.2)	76 (12.3)	3.05	1.023	
e.	**Conducive work environment**							
i.	I have the resources I used to work effectively	271 (43.7)	251 (40.5)	89 (14.4)	9 (1.5)	3.26	0.755	
ii.	I am happy to go to work everyday	272 (43.9)	233 (37)	88 (14.4)	27 (4.4)	3.21	0.844	3.20
iii.	My office is air-conditioned	291 (46.9)	186 (30)	101 (16.3)	42 (6.8)	3.17	0.936	
iv.	My work mates are friendly	275 (44.4)	216 (34.8)	69 (11.1)	60 (9.7)	3.14	0.961	
f.	**Career advancement opportunities**							
i.	I am sponsored by the library to local conferences/workshops	291 (46.9)	199 (32.1)	110 (17.7)	20 (3.2)	3.23	0.852	
ii.	I am allowed to attend conferences/workshops	280 (45.2)	227 (36.6)	80 (12.9)	33 (5.3)	3.22	0.865	3.13
iii.	My boss encourages and seats with me to plan my career development	256 (41.3)	172 (27.7)	161 (26)	31 (5)	3.05	0.933	
iv.	I am sponsored by the library to international conferences	248 (40)	196 (31.6)	101 (16.3)	75 (12.1)	3.00	1.024	

Source: Field Survey, 2016

Key: VHD = Very High Degree, HD = High Degree, LD = Low Degree, NA = Not At All, M = Mean, SD = Standard Deviation; AM = Average Mean

<u>Research Question 2</u>: What is the level of productivity of librarians in public university libraries in Nigeria?

As seen in Table 2, librarians in Nigerian Universities considered their level of productivity to be very high judging by the average mean score of 3.39 on the scale of 4. They considered their contribution to the academic success of students as well as the universities' success in getting more courses accredited as the greatest measures of their

productivity in the university system. Each had an average mean scores of 3.56 and 3.55 respectively. Specifically, having the relevant library collections (mean = 3.64) and conducive reading and learning environment contribute to students' academic success while active involvement in accreditation activities (mean = 3.58) plus having the right collection (mean = 3.58) contributed to the increase in the number of courses accredited. Other

activities of librarians' productivity were their contribution to innovative research work in the university (average mean = 3.51) and increase in the number of papers published by them (average mean = 3.39). Specifically, providing resources for innovative research work (mean = 3.52) coupled with having relevant collections to boost paper publications of faculty members (mean = 3.61) in the university system.

Table 2: Level of productivity of the respondents

S/N	STATEMENT	VH (%)	H (%)	M (%)	L (%)	Mean	SD	AM
a.	**Students' academic success**							
i.	Library collection enhances academic success of students in the university	411 (66.3)	181 (29.2)	26 (4.2)	2 (0.3)	3.64	0.540	
ii.	Library provides conducive learning environment that encourages academic success	376 (60.6)	211 (34)	29 (4.7)	4 (0.8)	3.61	0.584	3.56
iii.	With current and relevant library collections, students will excel in their academic programmes	323 (52.1)	260 (41.9)	32 (5.2)	5 (0.8)	3.55	0.617	
iv.	My job performance often lead to students' success in their examinations	356 (57.4)	221 (35.6)	38 (6.1)	5 (0.8)	3.45	0.633	
b.	**Accreditation of more courses**							
i.	My job performance contribute greatly to the accreditation exercises of the university	394 (63.5)	194 (31.3)	28 (4.5)	4 (0.6)	3.58	0.611	
ii.	I actively involved in the accreditation exercises	390 (62.9)	203 (32.7)	22 (3.5)	5 (0.8)	3.58	0.603	
iii.	Relevant and current library collections help the university authority to have more courses accredited	385 (62.1)	189 (30.5)	40 (6.5)	6 (1)	3.54	0.661	3.55
iv.	It encourages growth and development of the university	367 (59.2)	224 (36.1)	22 (3.5)	7 (1.1)	3.53	0.623	
v.	It enriches the university curricula and programmes.	356 (57.4)	221 (35.6)	38 (6.1)	5 (0.8)	3.50	0.649	
c.	**Innovative research work**							
i.	It provides resources for innovative research work.	362 (58.4)	226 (36.5)	27 (4.4)	5 (0.8)	3.52	0.621	
ii.	My job output greatly contribute to the innovative research efforts of the university community	346 (55.8)	252 (40.6)	18 (2.9)	4 (0.6)	3.52	0.589	3.51
iii.	It promotes the image of the university.	351 (56.6)	241 (38.9)	24 (3.9)	4 (0.6)	3.51	0.605	
iv.	My job performance contribute to innovative research work in the university.	369 (59.5)	205 (33.1)	35 (5.6)	11 (1.8)	3.50	0.686	
d.	**Increase number of paper publication**							
i.	Library collection boosts regular paper publications of faculty members.	436 (70.3)	156 (25.2)	25 (4)	3 (0.5)	3.61	0.550	
ii.	It provides resources for regular paper publications	330 (53.2%)	256 (41.3)	30 (4.8)	4 (0.6)	3.47	0.621	
iii.	My regular paper publications assures me of promotion as at when due	331 (53.4)	248 (40)	31 (5)	10 (1.6)	3.45	0.667	3.39
iv.	Three of my publications are in international journals	335 (54)	176 (28.4)	70 (11.3)	39 (6.3)	3.30	0.903	
v.	It enhances my regular paper publications.	395 (63.7)	180 (29)	36 (5.8)	9 (1.5)	3.26	0.989	
vi.	I have produced at least five papers in the past two years	305 (49.2)	202 (32.6)	82 (13.2)	31 (5)	3.26	0.871	

Source: Field Survey, 2016

Key: VH = Very High, H = High, M = Medium, L = Low, SD = Standard Deviation; AM = Average Mean

Table 3: Level of employee motivation of the respondents

S/N	STATEMENT	VHD (%)	HD (%)	LD (%)	NA (%)	M	STD	AM
a.	**Intrinsic Motivators**							
i.	The higher degrees I acquired energize me to be more effective in the library work	347 (56)	206 (33.2)	59 (9.5)	8 (1.3)	3.44	0.718	
ii.	My job skills enhance my productivity in this information age	316 (51)	257 (41.5)	47 (7.6)	-	3.43	0.631	
iii.	My work experience enhance my effective job performance	302 (48.7)	283 (45.6)	35 (5.6)	-	3.43	0.599	
iv.	I am being treated in caring and considerate manner by my boss	305 (49.2)	240 (38.7)	70 (11.3)	5 (0.8)	3.36	0.711	
v.	Positive recognition	286 (46.1)	373 (44)	52 (8.4)	9(1.5)	3.35	0.695	3.36
vi.	Higher responsibility	283 (45.6)	270 (43.5)	61 (9.8)	6 (1)	3.34	0.693	
vii.	I have a sense of challenge and achievement	293 (47.3)	256 (41.3)	32 (5.2)	39 (39)	3.30	0.831	
viii.	Opportunity to use my ability	302 (48.7)	222 (35.8)	41 (6.6)	55 (8.9	3.24	0.922	
b.	**Extrinsic Motivators**							
i.	Job security	368 (59.4)	176 (28.4)	72 (11.6)	4 (0.6)	3.46	0.721	
ii.	Provision of healthy work environment enhances my productivity in the library	336 (54.2)	203 (32.7)	64 (10.3)	17 (2.7)	3.38	0.780	
iii.	Non-recognition of the value of information affects the annual library budget and my productivity.	334 (53.9)	193 (31.1)	79 (12.7)	14 (2.3)	3.37	0.790	
iv.	Job enrichment	305 (49.2)	237 (38.2)	59 (9.5)	19 (3.1)	3.34	0.773	
v.	Training and career development	297 (47.9)	236 (38.1)	70 (11.3)	17 (2.7)	3.31	0.718	
vi.	Availability of operational tools and equipment enhance my productivity in the library.	255 (41.1)	307 (49.5)	53 (8.5)	5 (0.8)	3.31	0.659	
vii.	Payment of reasonable salaries and wages	285 (46)	259 (41.8)	53 (8.5)	23 (3.7)	3.30	0.778	
viii.	Office social environment (i.e. peaceful, loving, friendly and trusting)	274 (44.2)	260 (41.9)	70 (11.3)	16 (2.6)	3.28	0.763	3.27
ix.	Fair employee treatment	267 (43.1)	271 (43.7)	73 (11.8)	9 (1.5)	3.28	0.726	
x.	Effective implementation of government laws and policies enhances my productivity as a librarian	291 (46.9)	231 (37.3)	73 (11.8)	25 (4)	3.27	0.822	
xi.	Organizational leadership styles	281 (45.3)	240 (38.7)	77 (12.5)	22 (3.5)	3.26	0.804	
xii.	Job status	257 (41.5)	292 (47.1)	48 (7.7)	23 (7.7)	3.26	0.756	
xiii.	Office physical environment (i.e. clean, provision of air condition, fan, good offices, furniture and fittings)	259 (41.8)	277 (44.7)	73 (11.8)	11 (1.8)	3.26	0.733	
xiv.	Increase in the level of comfort that I enjoy while performing my duties in the library enhances my productivity.	250 (40.3)	287 (46.3)	75 (12.1)	8 (1.3)	3.26	0.715	
xv.	Security of lives and properties in the university community enhances my productivity in the university library	292 (47.2)	210 (33.9)	81 (13.1)	37 (6)	3.22	0.890	
xvi.	Effective job design put in place by my employer enhances my job performance in the library	250 (40.3)	276 (44.5)	68 (11)	26 (4.2)	3.21	0.799	
xvii.	Good working conditions	250 (40.3)	267 (43.1)	85 (13.7)	18 (2.9)	3.21	0.784	
xviii.	Poor management has a negative impact on my productivity in the library	250 (40.3)	274 (44.2)	65 (10.5)	31 (5)	3.20	0.818	
xvix	Career advancement/development opportunity	242 (39)	266 (42.9)	105 (16.9)	7 (1.1)	3.20	0.753	
xx	Negative attitude exhibited by most library users affects my productivity.	256 (41.3)	247 (39.8)	96 (15.5)	21 (3.4)	3.19	0.817	
xxi	Un-conducive work environment provided by my employer affects my productivity.	237 (38.2)	283 (45.6)	79 (12.7)	21 (3.4)	3.19	0.782	

Source: Field Survey, 2016
Key: VHD = Very High Degree, HD = High Degree, LD = Low Degree, NA = Not At All; M = Mean, STD = Standard Deviation; AM = Average Mean

Table 4: Challenging issues affecting job satisfaction and productivity of librarians

S/N	STATEMENT	VGE(%)	GE(%)	ME(%)	NE(%)	M	SD	AM
i.	Non-payment of similar allowances payable to other academic staff in the university	264(42.6)	209(33.7)	85(13.7)	62(10)	3.09	0.978	
ii.	Lack of employee recognition	273(44)	192(31)	88(14.2)	67(10.8)	3.08	1.005	
iii.	Marginalization of librarians by the university authority.	266(42.9)	190(30.6)	85(13.7)	79(12.7)	3.04	1.037	
iv.	Irregular payment of salary and wages	269(43.4)	172(27.7)	107(17.3)	72(11.6)	3.03	1.035	
v.	Lack of conducive work environment in my university	256(41.3)	194(31.3)	101(16.3)	69(11.1)	3.03	1.011	3.02
vi.	Irregular promotion opportunities	237(38.2)	221(35.6)	93(15)	69(11.1)	3.01	0.989	
vii.	Lack of effective job design that would enable library services to be effectively carried out	250(40.3)	200(32.3)	96(15.5)	74(11.9)	3.01	1.018	
viii.	Inadequate provision for my basic needs by the organization	218(35.2)	236(38.1)	111(17.9)	55(8.9)	3.00	0.942	
ix.	Inadequate security of lives and library resources	221(35.6)	248(40)	65(10.5)	86(13.9)	2.97	1.009	
x.	Undemocratic leadership styles in my library	236(38.4)	196(31.6)	114(18.4)	74(11.9)	2.96	1.021	

Source: Survey Field, 2016
Key: VGE = Very Great Extent; GE = Great Extent; ME = Moderate Extent; NE = Not Extent; M = Mean; SD = Standard Deviation; AM = Average Mean

Table 5: Correlation Analysis between Employee Motivation and Job Satisfaction of Librarians in Public University Libraries in Nigeria.

Variables	Mean	Standard Deviation (SD)	N	R	P	Remark
Employee Motivation	3.26	0.76	620	0.030	0.000	Sig.
Job Satisfaction	3.47	0.62				

Significant at 0.05 level

Table 6: Correlation Analysis between Employee Motivation and Productivity of Librarians in Public University Libraries in Nigeria

Variables	Mean	Standard Deviation (SD)	N	R	Significant (P)	Remark
Employee Motivation	3.26	0.76	620	0.035	0.000	Sig.
Productivity	3.55	0.67				

Significant at 0.05 level

<u>Research Question 3</u>: What is the level of motivation of librarians in public university libraries in Nigeria?

Table 3 showed that librarians in Nigerian Universities considered their level of motivation to be very high judging by the average mean score of 3.27 on the scale of 4. Intrinsic motivation appeared to have a higher average mean score of 3.36 than extrinsic motivation that had the average mean score of 3.27. It showed that intrinsic motivation was happening more than extrinsic in Nigerian university libraries. It meant that librarians were

not happy about those motivational factors that affect their fundamental human needs.

Specifically, librarians possession of higher degree qualifications (mean = 3.44) coupled with their job skills (mean = 3.43) and work experience (mean = 3.43) empowered them to be more effective in discharging their duties in the university libraries in this information age. Besides, with extrinsic motivators like job security (mean = 3.46) coupled with the provision of healthy and clean work environment influenced the productivity of librarians in the university library (mean = 3.38). In

contrast, some librarians complained that university management were not recognising the value of organized information resources stocked in the university library and this had greatly affected its annual budget and productivity of the library personnel especially librarians (mean = 3.37).

Research Question 4: What challenges face librarians' job satisfaction and productivity in public university libraries in Nigeria?

Table 4 reveals that librarians in Nigerian Universities considered those issues affecting librarians' job satisfaction and productivity to be high judging by the average mean score of 3.02 on the scale of 4. Major challenging issues facing Nigerian university librarians were non-payment of similar allowances payable to other academic staff (mean = 3.09), lack of employee recognition (mean = 3.08) and marginalization of librarians by the university authorities (mean = 3.04), irregular payment of salary and wages (mean = 3.03), lack of conducive work environment (mean = 3.03), among others.

Hypotheses Testing and Interpretation
Two hypotheses were tested in this study and their results are presented in Tables 5 and 6.

Ho$_1$: There is no significant relationship between employee motivation and job satisfaction of librarians in public university libraries in Nigeria.
The mean score of the motivation of librarians in Nigerian university libraries was 3.26, SD = 0.76, while that of job satisfaction was 3.47, SD = 0.62 (Table 5). The correlation of coefficient obtained was 0.030 with p-value < 0.05.The result showed positive correlation between motivation and job satisfaction of librarians. There was a positive significant relationship between the variables as indicated in the above table as (r = 0.030, N = 620, P < 0.05).Null hypothesis two was rejected. This indicated that there was a significant relationship between motivation and job satisfaction of librarians in public university libraries in Nigeria.

Ho$_2$: There is no significant relationship between employee motivation and productivity of librarians in public university libraries in Nigeria.
The mean score of the motivation of librarians in Nigerian university libraries was 3.26, SD = 0.76, while that of productivity was 3.55, SD = 0.67 (Table 6). The correlation of coefficient obtained was 0.035 with p-value < 0.05. The result showed positive correlation between motivation and

productivity of librarians. There was a positive significant relationship between the variables as indicated in the above table as (r = 0.035, N = 620, P < 0.05).Null hypothesis three was therefore rejected. This indicated that there was a significant relationship between motivation and productivity of librarians in public university libraries in Nigeria.

DISCUSSION OF FINDINGS
This section discussed the major findings of this study in relation to past studies. The discussion followed the research questions on which sources of relationships between employee motivation, job satisfaction and productivity of librarians were established through past empirical studies.

Research question one showed that librarians considered their being recognised by the authorities as well as good leadership styles that were practised as the greatest measures of their job satisfaction in the university system. The results were supported by the submissions of [46]; [74]; [75] who submitted that job satisfaction of an employee in the organization was the collection of positive and/or negative feelings that an individual held toward his or her job. They reported that achievement depended on employee satisfaction and in turn contributed to organizational success and growth. They concluded in their studies that job satisfaction boost productivity of employees in the organization.

The findings were also supported by [76] as well as [77] who submitted in their findings that employee recognition was a motivational element that could be applied in the managerial level to motivate the employees for better job performance and being more innovative. They further stressed that recognition was a positive feedback that enabled employees to know that they were valued and appreciated by their employers and co-workers.

Research question two showed that librarians' contribution to the academic success of students as well as the universities' success in getting more courses accredited as the greatest measures of their productivity in the university system. The findings implied that library was fundamental to research productivity and that it supported the curricula of the universities. These were consistent with the research conducted by [14] in which the research productivity of various academic staff in the university was found relatively high in order to assure their chances of being promoted to the next position. It was revealed in the study that librarians' job performance often led to students' academic

success in their examinations; library provided students with current and relevant library collections and these helped students to excel in their various academic programmes. Also, library equally provided conducive and quiet learning environment that encouraged users' personal reading and students' academic success as its collections enhanced academic success of students in the university.

Research question three showed that intrinsic motivation had higher average mean score of 3.36 than extrinsic motivation that had the average mean of 3.27. It showed that intrinsic motivation was happening more than extrinsic. It was revealed that higher qualifications which most librarians acquired in librarianship coupled with their work experience and skills empowered them to be more effective in discharging their duties in the university libraries in this information age. It was also revealed by most of them that they were treated in caring and considerate manner by their bosses. These findings agreed with studies earlier conducted by [43] and [44] who opined that career advancement was one of the most important elements for employee satisfaction and retention at a company and it was a powerful employee motivator.

This implied that in the university system, it is expected and mandatory for every professional librarian to have higher degrees in librarianship so that they can perform better in their professional engagements. Also, the findings corresponded with **Equity Theory** that was developed by J. Stacey Adams in 1965 cited in [38] who concluded that, the essence of the equity theory of motivation was that employees compared their efforts and rewards with those of others in the similar work situations. They should be fairly treated in order to enhance their motivation and be productive in the organization.

In contrast, some librarians complained that university management were not recognising the value of organized information resources stocked in the university library; and this greatly affected library annual budget and productivity of its personnel especially librarians. Also, segregation policy was being practiced by most public universities in which some allowances were not paid to librarians as paid to their counterparts whom the university regarded as core faculty members; this greatly affected the level of their productivity in the university library. The findings agreed with the previous study of [67], who asserted that the main goal of any organization was

to achieve optimum productivity. One of the main factors for the development of organization productivity was adequate funding of its activities.

It implied that in the university library system, money was required to acquire relevant books and non-book educational resources such as periodicals, audio and visual materials, procuring library tools and equipment, computer system and other equipment that would enhance easy processing, accessibility, retrieval and disseminating educational resources needed by the library clientele. Unfortunately, inadequate funding had been the greatest problem bedevilling the growth and development of educational system especially the university education in Nigeria. Hence, the annual library budget and subvention should be increased to enable libraries acquire current and relevant resources needed by the library users. Also, all academic staff should be treated equally and fairly by the university authorities in order to enhance their job satisfaction and productivity.

Research question four showed that librarians were facing some challenges that affected their level of job satisfaction and productivity in the university libraries. Specifically, it was showed that non-payment of similar allowances payable to other academic staff followed by inadequate employee recognition and marginalization of librarians by the university authority greatly affected job satisfaction of librarians in the university. It could be reiterated here that job satisfaction of employees plays a crucial role in determining the general output of workers in any organization. "Job is an occupational act that is carried out by an individual in return for a reward" while satisfaction is "the way one feels about events, rewards, people, relation and amount of mental gladness on the job" [1, p.1]. In other words, job satisfaction of workers in any organization especially the university library, is the pivotal of its growth and development. Therefore, job satisfaction is important to librarianship as it is to other professions [78]. Librarians like other faculty members in the university, should be made to enjoy job satisfaction factors that would enable them to be more productive in the university library.

The study revealed unequal payment of allowances payable to other academic staff in the university as the highest problem affecting job satisfaction of librarians in most university libraries. This finding confirmed the submission of [57] that majority of librarians in Nigeria were being poorly paid and motivated. Unfortunately, some public university authorities maintained segregation administrative

system; they were not treating their faculty members equally; there were some allowances paid to lecturers which were regarded by the university management as "core academic staff" but which were not paid to the librarians. It could be noted that with such composition, the morale of librarians in such university would be low and this would as well affected the level of their job satisfaction and productivity. It showed that librarians were not recognized as full academic staff of the university management and they were being treated as second class academic staff in the same university. Hence, this apartheid management style must stop; if not there would be high rate of staff turnover in the public university library.

The result of inadequate recognition of librarians in most Nigerian university system has contradicted the submissions of [76] as well as [77] who noted in their findings that employee recognition is a motivational element that could be applied in the managerial level to motivate the employees for better job performance and being more innovative. They further stressed that recognition is a positive feedback that enables employees know that they are valued and appreciated by their employers and co-workers.

Thus, motivation enhances job satisfaction and productivity of workers in any organization especially in the public university libraries as a satisfied worker is a happy and productive worker. In contrary, [79] posited that a dissatisfied worker will either resign his or her appointment from the organization or constitute nuisance to the organization and this will encourage inefficiency and low productivity or commitment. It is therefore expedient for every "manager to take initiative in finding out those factors that improve job satisfaction of the subordinates" [80, p. 1638] in order to boost productivity and enhances retention of the experienced workforce in the organization.

Also, from the findings and analysis presented in Table 5, it is revealed a significant relationship between employee motivation and job satisfaction. Therefore, null hypothesis two was rejected. This indicates that there was a significant relationship between employee motivation and job satisfaction of librarians in the public University libraries in Nigeria (r = 0.030, P < 0.05).

The result tallies with the previous studies of [17]; [24] who posited that employee motivation and job satisfaction cannot be isolated; they complement each other.

Finally, it was shown from the result of findings presented in Table 6, the null hypothesis three was rejected. This indicates that there was a significant relationship between employee motivation and productivity of librarians in the public university libraries in Nigeria (r = 0.035, P < 0.05). The result concurred with previous study of [81] who investigated a relationship between motivation and productivity of workers in the library, the relationship was established in the study. This implied that if a librarian is well motivated, he/she will be productive.It was therefore expedient for every University Librarian to take initiative in finding out those factors that would motivate and improve job satisfaction of the subordinates [80] in order to boost productivity and enhances retention of the experienced workforce in the university library.

CONCLUSIONS
The study had succeeded in disabusing the earlier submission of low level job satisfaction and productivity of library personnel judging from its findings. It was directed towards librarians' welfare and personal issues such as employee motivation, emotional intelligence and human capital development on one side and job satisfaction and productivity on the other side. The study established that employee motivation, emotional intelligence and human capital development were positively correlated with job satisfaction and productivity of librarians in the Nigerian public university libraries.

The study confirmed the assertion that job satisfaction enhances productivity of workers in any organization especially in the public university libraries as a job satisfied librarian is a happy and productive librarian. Therefore, in the public university institutions, the welfare of librarians should be taken seriously. They should be adequately and fairly motivated so as to enable them discharge their duties effectively. It is expedient for the university authorities to seek and put in place those motivating factors that would enhance job satisfaction and productivity of workers in the university community.Hence, the findings and recommendations that emanated from this study would be relevant to the local needs in Nigeria.

RECOMMENDATIONS
Based on the findings and challenges that were revealed in this study, the following

recommendations are hereby proffered as the way forward:

1. Low level of career advancement opportunities when compared with employee recognition and job satisfaction factors suggests that librarians may lack adequate sponsorship to attend international conferences. The researchers recommend that the university authorities should allocate reasonable fund in her annual budget mainly for sponsoring librarians to attend both local and international conferences, seminars, and workshops in order to equip them to effectively discharge their professional duties.

2. The study revealed decrease in paper publications among librarians and other faculty members in the last two years. This was partly attributed to general observation that most Nigerian public university libraries were stocked with irrelevant, old and obsolete resources that could not be used for any meaningful research work. It is therefore imperative for the university libraries in Nigeria stock current and relevant educational resources that would boost high class research works.

3. Low level of extrinsic motivation, as discovered in this research, when compared with intrinsic motivation, suggests that librarians may lack some physiological needs. This was attributed to lack of conducive work environment in most Nigerian public university libraries. The university authorities should provide librarians with a befitting and conducive work environment; their offices should be well furnished with modern day equipment and working tools that would facilitate information service delivery to various information seekers.

4. The study equally revealed that job satisfaction and productivity of librarians in most Nigerian public university libraries were being challenged by non-payment of similar allowances payable to other academic staff as well as inadequate employee recognition and marginalization of librarians by the university authorities. The university

authorities should mete out equal treatment to every academic staff and none should be marginalized nor be given higher priority over the others. In other words, no academic staff should be treated as a core staff or regarded as a very important personality (VIP) over the others. Hence, they should be paid equal salaries and allowances in line with the government approved salary structures. Also, librarians should be given adequate recognition as custodians and managers of information resources needed in supporting the curricula of each academic programme in the university system.

CONTRIBUTION TO KNOWLEDGE

The centrality of the findings of this study established the link between employee motivation, job satisfaction and productivity of librarians in public university libraries in Nigeria.

The study provided detailed information on those employee motivation and job satisfaction factors that would boost the productivity of librarians in the university community. Also, it would enable the university authorities to effectively meet the basic needs of her workforce especially librarians and thereby help in retaining the experienced workforce in the university libraries.

The findings of this study confirmed the dearth of research in investigating the relationships between welfare, employee motivation, job satisfaction and productivity. Thus, this study has created a platform through which the existed gap has been filled and a bedrock through which future research could be based.

SUGGESTIONS FOR FURTHER STUDIES

The present study focused on the link between employee motivation, job satisfaction and productivity of librarians in public University libraries in Nigeria. The study surveyed all the public universities in North-Central, North-West, South-East and South-West geopolitical zones in Nigeria. Therefore, the following areas of study are suggested for further research:

1. An investigation on how librarians in the Public Universities in North-East and South-South geopolitical zones of Nigeria perceive the factors identified in this study in relationship to their job satisfaction and productivity.

2. A study on how librarians in the Private Universities in Nigeria perceive the factors

identified in this study in relationship to their job satisfaction and productivity.

3. A study on how librarians in other Tertiary Institutions in Nigeria perceive the factors identified in this study in relationship to their job satisfaction and productivity.

4. A study on how the perceptions of librarians in the Public Universities in Nigeria compare with those of the librarians in Private Universities concerning the variables of the study..

5. It is important to further investigate the various ways of motivating workers so that the strategies that motivate workers most could be determined by various employers of labour and applied.

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